

## 3 R'S—RECRUITMENT, RELOCATION, RETENTION

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### **SUBJECT: Recruitment Incentives and Flexibilities**

**1. PURPOSE.** To provide supervisors/managers with information on authorized recruitment incentives and flexibilities when recruiting for U.S. citizen appropriated fund positions, particularly hard-to-fill positions.

### **2. REFERENCES.**

- a. Title 5 Code of Federal Regulations, Chapter 1, Part 575.
- b. DODI 1400.25, Volume 575, 6 Apr 09.
- c. Memorandum, Under Secretary of Defense, 21 Sep 06, Subject: Implementation of Recruitment, Relocation, and Retention Incentives.
- d. Memorandum, Under Secretary of Defense, 5 Feb 08, Subject: Implementation of Enhanced Retention Incentives Authorities.
- e. Memorandum, Department of the Army, Office of the Deputy Chief of Staff, G-1 DAPE-CPZ, 3 Apr 08, Subject: Implementation of Recruitment, Relocations, and Retention Incentives.
- f. Memorandum, Assistant Secretary of the Army, SAMR-ZA, 31 Mar 08, Subject: Delegation of Authority – Implementation of Recruitment, Relocation, and Retention Incentives.
- g. AK Regulation 690-530, Pay Setting Policy – General Schedule and Federal Wage System, 15 Oct 09.

### **3. FACTS.**

#### a. Recruitment Bonus:

(1) A recruitment bonus is a one-time payment of a recruitment incentive (up to 25% of basic pay), in addition to basic pay, to a newly appointed U.S. citizen, appropriated fund employee, or an employee appointed following a break in service of 90 days or more. A determination must be made that, in the absence of such a bonus, difficulty would be encountered in filling the position with a high-quality candidate. NOTE: Determinations to pay the incentive must be made before the prospective employee enters on duty.

(2) Management must certify in writing the difficulties encountered in filling the position necessitating a bonus. Factors considered include (as a minimum) previous

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difficulties encountered when filling same or similar position, results of recent recruiting efforts, recent turnover rate, and labor market or availability of candidates.

(3) Contact the servicing CPAC for additional details on documentation of recruitment efforts.

(4) Employees must sign a service agreement indicating that they will serve at least 12 months before a recruitment bonus will be paid. The bonus runs during the same period as the overseas tour. If the employee fails to complete the period of employment voluntarily, she/he will be indebted to the Federal Government and must repay the amount of the bonus on a pro-rata basis (1 month for 1 month).

#### b. Relocation Bonus:

(1) Used for positions difficult to fill; a relocation bonus of up to 25% of basic pay may be offered to current employees who must relocate to accept positions in a different commuting area. Bonuses are normally approved on a case-by-case basis.

(2) Employees must sign a written service agreement when accepting a relocation bonus. The minimum period of service is 6 months.

(3) Relocation bonuses are paid in a lump sum, and are not considered part of basic pay. While serving under a service agreement for a relocation bonus, an employee cannot be given a retention allowance.

(4) The justification should include results of recent efforts to attract candidates, recent turnover in similar positions, labor market factors, special qualifications if required, and for a recruitment bonus, whether to use it in combination with the superior qualifications appointment authority.

#### c. Retention Allowance:

(1) Bi-weekly payments of up to 25% of basic pay to a current employee with unusually high or unique qualifications.

(2) Requires documentation that the employee's services are essential for the agency and that the employee would be likely to leave the agency were the retention allowance not paid.

(3) May be continued as long as conditions described above exist; should be reviewed at least annually.

d. Approval: All requests for recruitment, relocation, and retention bonuses must be forwarded to the Commander, Eighth U.S. Army for approval prior to submitting to the CPAC for processing through personnel channels.



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#### e. Recruitment and Relocation Service Agreements:

- (1) Employees who accept a recruitment or relocation incentive must sign a written service agreement.
- (2) The minimum period of service is 6 months, the maximum is 4 years.
- (3) Recruitment and relocation incentives are paid in a lump-sum at the beginning of the service period.
- (4) Failure to complete the service agreement may require the employee to repay the incentive on a pro-rata basis.

#### f. Recruitment Flexibilities:

- (1) Paid Advertising – May advertise for hard-to-fill jobs in newspapers, professional journals and other publications or media. Funded by activity.
- (2) Use of commercial recruiting firms and non-profit employment services – May be used in recruiting for hard to fill positions. (5 CFR 300.401)
- (3) Other than full time employment – Part-time employment and/or job sharing may be a way to attract candidates who do not want to work full-time.
- (4) Modification of qualifications – Employees or applicants who do not meet minimum qualifications for a position but who possess knowledge, skills and abilities related to the position may be placed using authority to modify qualifications. May only be used for reassignments or changes to lower grade. May not be used if position has a positive education requirement which the candidate does not meet.